



## Department of Transportation

### 2000 Performance Goals

**S**afety Strategic Goal: Promote the public health and safety by working toward the elimination of transportation-related deaths, injuries, and property damage. This is always our highest priority. Progress in advancing transportation safety will be measured against the following performance goals for 2000:

- ◆ Reduce the highway fatality rate from 1.7 per 100 million vehicle-miles traveled in 1996, to 1.5 in 2000.
- ◆ Reduce highway-related injured persons rate from 141 per 100 million vehicle-miles traveled in 1996 to 116 in 2000.
- ◆ Reduce the percentage of highway fatalities that are alcohol-related to less than 35% in 2000, from a 1996 baseline of 40.9%.
- ◆ Increase seat belt usage nationwide from 69% in 1997 to 85% by 2000, with a goal of 90% by 2005.
- ◆ Reduce the number of fatalities involving large trucks from 5,142 in 1996 to 4,934 or fewer in 2000.
- ◆ Reduce the number of injured persons involving large trucks from 130,000 in 1996 to 125,000 in 2000.
- ◆ Reduce the fatal aviation accident rate for commercial air carriers from a 1994-1996 baseline of 0.037 fatal accidents per 100,000 flight hours. The 2000 target is 0.033 per 100,000 flight hours.
- ◆ Maintain the number of general aviation fatal accidents at 379 in 2000, the 1996-98 average. Reduce the number of general aviation fatal accidents to 350 or fewer in 2007.
- ◆ Reduce runway incursions by 15% in 2000 from a 1997 baseline of 292 total. The FY 2000 target is at or below 248 incursions.
- ◆ Reduce the rate of operational errors and deviations by 10% from the 1994 baseline of 0.54 errors and 0.11 deviations per 100,000 facility activities. The 2000 target rates are 0.486 for errors and 0.097 for deviations.
- ◆ Reduce the number of recreational boating fatalities from the 1997 baseline of 819 to 720 or fewer in 2000.
- ◆ Save at least 93% of all mariners, and at least 80% of all property, reported in imminent danger.
- ◆ Reduce the number of high-risk passenger vessel casualties to 47 per 1000 vessels in 2000. The 1996 baseline is 48 per 1000.

- ◆ Reduce the rate of rail-related fatalities from 1.71 per million train-miles in 1995 to 1.30 in 2000.
- ◆ Reduce the rate of rail-related crashes from 3.91 per million train-miles in 1995 to 3.32 (or less) in 2000.
- ◆ Reduce the rate of grade-crossing crashes from 2.85 per the product of (million train-miles times trillion highway vehicle-miles-traveled) in 1995 to 1.57 or less in 2000
- ◆ Reduce the transit fatality rate from 0.52 fatalities per 100 million transit passenger-miles-traveled in 1996 to 0.50 or less in 2000.
- ◆ Reduce the transit injury rate from 127 injured persons per 100 million-transit passenger-miles-traveled in 1996 to 122 or less in 2000.
- ◆ Reduce the number of natural gas transmission pipeline failures from 4,933 in 1994 to 4,451 in 2000.
- ◆ Reduce the number of serious hazardous materials incidents from 464 in 1996 to 411 or fewer in 2000.



***Mobility Strategic Goal:*** *Shape America's future by ensuring a transportation system that is accessible, integrated, efficient, and offers flexibility of choices. Progress in advancing our Nation's mobility will be measured against the following performance goals for 2000:*

- ◆ Increase the percentage of miles on the National Highway System (NHS) that meet pavement performance standards for acceptable ride quality from 90.4% in FY 1996 to 91.8% in 2000.
- ◆ Reduce the percentage of deficient bridges on the NHS, from 23.4% in 1997 to 22.5% in 2000.
- ◆ Reduce delays on Federal-aid highways to 9 hours of delay per 1,000 vehicle miles traveled. This represents a decrease of 12 minutes from the FY 1996 level of 9.2 hours
- ◆ Increase the level of Intelligent Transportation System (ITS) integration in 75 of the largest metropolitan areas by 2005. The FY 2000 target is 51 compared to a FY 1997 baseline of 34 areas.
- ◆ Maintain in good or fair condition at least 93% of runway pavement at all commercial service airports and reliever airports, as well as selected general aviation airports.
- ◆ Reduce the rate of air travel delays by 5.5% from a 1992-1996 baseline of 181 delays per 100,000 activities. The FY 2000 target is 171 per 100,000 activities.
- ◆ Increase access to the nation's airports during adverse weather conditions by publishing 500 GPS approaches per year for the next 2 years, from a prior (FY 1995-1998) baseline of 1453 GPS approaches to date. The FY 2000 target is to complete at least 2453 approaches total.

- ◆ Provide eligible communities reliable access to the nation's air transportation system, with no disruption in service if air carriers choose to discontinue operations. Ensure at least 2 round trip flights per day, 6 days/week at all such communities in the continental U.S.; and 3 round trip flights per day, 6 days/week at 75% of these communities.
- ◆ Reduce the number of collisions, allisions, and groundings from a statistically derived baseline of 256 in FY 1998 to 246 or less in FY 2000.
- ◆ Reduce the percentage of ports reporting landside impediments to the flow of commerce from a baseline of 41% in FY 1998 to 39% in FY 2000.
- ◆ Ensure the availability and long term reliability of the Locks and related navigation facilities in the St. Lawrence River. The 2000 shipping season goal is to maintain 99% availability.
- ◆ Increase Amtrak's intercity ridership from 20.2 million passengers per year in 1997 to a record level of 23.7 million or more in 2000.
- ◆ Increase transits ridership from 39.0 billion passenger-miles in FY 1996 to 40.56 billion in FY 2000.
- ◆ Improve the condition of buses and rapid rail fleets. The current measure of condition average age of fleets-may provide a distorted picture of actual condition, as it does not reflect investments in refurbishment. This measure will be monitored only (no target is set) until a new condition measure is available in 2001.
- ◆ Increase the percentage of the bus fleet that is American with Disabilities Act (ADA) compliant from 63% in CY 1996 to 80% in 2000. The 2002 goal is 100% compliance.
- ◆ Increase the percentage of key rail stations that are ADA compliant from 19% in FY 1996 to 47% in FY 2000. The ultimate goal of 100% compliance will be achieved for key rail stations by 2005.



***E***conomic Growth and Trade Strategic Goal: Advance America's economic growth and competitiveness domestically and internationally through efficient and flexible transportation. Progress in ensuring that transportation serves to advance our Nation's economic growth and trade will be measured against the following performance goals for 2000:

- ◆ Provide funding and technical assistance in support of the Appalachian Regional Commission goal to complete 37 additional miles of the Appalachian Development Highway System each year through 2003. The FY 1998 completion level was 2,290 miles. The FY 2000 goal is to have 2,373 miles open to traffic.
- ◆ Increase the percentage of flight segments flown off Air Traffic Control preferred routes from 75% in 1996 to 80% by 2000.
- ◆ Achieve at least a 3% annual growth rate in those international markets with open aviation agreements. The 1997 baseline for the 31 "open skies" countries and Canada was 40.9 mil-

lion passengers. The FY 2000 target is at or above 44.7 million passengers.

- ◆ Through icebreaking, keep critical Great Lakes waterways from being closed for more than 2 days in an average winter, or 8 days in a severe winter. (1996 was a severe winter with up to 7 days of closure.)
- ◆ Attain a stable U.S. commercial shipbuilding orderbook of 520,000 gross tons by FY 2000. The FY 1997 baseline is 567,000 gross tons.
- ◆ Make 4050 employment sites accessible by Job Access and Reverse Commute transportation services.
- ◆ By 2002, increase by 5% the number of transportation-related graduate degrees awarded by university programs receiving DOT funding, over an estimated 1998 baseline of 4,000.
- ◆ By the end of CY 2000, reach three million students of all ages through the Garrett A. Morgan Technology & Transportation Futures Program.
- ◆ Award at least 5% of the dollar value of DOT direct contracts to women-owned business in FY 2000.
- ◆ Award at least 14.5% of DOT direct contracts to small disadvantaged businesses.



***H***uman and Natural Environment Strategic Goal: Protect and enhance communities and the natural environment affected by transportation. Progress in ensuring that transportation supports our human and natural environment will be measured against the following performance goals for 2000:

- ◆ Reduce on-road mobile source emissions by 2% from 1999-2000, to a target level of 62.7 million tons. The 1996 baseline was 65.9 million tons.
- ◆ Reduce greenhouse gas emissions from transportation in the U.S. in conjunction with other DOT partners. No target is set for this goal.
- ◆ Reduce the nation's vulnerability to oil price shocks by reducing transportation energy consumption as a function of Gross Domestic Product. No target is set for this goal.
- ◆ Minimize the adverse impacts of transportation projects on wetlands, and replace at least 1.5 acres of wetlands for every 1-acre affected by Federal-aid Highway projects where impacts are unavoidable.
- ◆ Increase the percentage of the urban population living within 0.25 miles of public transit stop with service frequency of 15 minutes or less (non-rush hour), from a CY 1996 baseline of 11.22% to 11.68% in CY 2000.
- ◆ Reduce by at least 64% the number of people exposed to significant aircraft noise (65 dB or greater), from an estimated baseline of 1.7 million in 1995. The FY 2000 target is at or below 600,00.
- ◆ Reduce the rate of oil spilled into the water by maritime sources, from 6.66 gallons per mil-

lion gallons shipped in 1996, to 4.83 gallons per million gallons shipped

- ◆ Reduce the percentage of species that are designated as overfished (Includes all areas where Coast Guard has enforcement responsibility in fisheries management plans). A baseline is being developed for this goal.
- ◆ Reduce the rate of hazardous liquid materials released by pipelines to the environment in tons (per million ton-miles shipped), from a 1994 baseline of .0233 to .0161 or less in 2000.
- ◆ Increase the number of facilities that are categorized as No Further Remedial Action Planned (NFRAP) under the Superfund Amendments and Reauthorization Act (SARA), from 75% in FY 1996 to 82% by FY 2000.
- ◆ Reduce by 20% the number of environmental justice cases that remain unresolved for over one year, from a FY 1998 baseline of 13. The FY 2000 target is 10 or less.



**N**ational Security Strategic Goal: Advance the nation's vital security interests in support of national strategies such as the National Security Strategy and National Drug Control Strategy by ensuring that the transportation system is secure and available for defense mobility and that our borders are safe from illegal intrusion. Progress in advancing our national security will be measured against the following performance goals for 2000:

- ◆ Increase the detection of explosive devices and weapons that may be brought aboard aircraft. (Detection rates are sensitive information protected under 14 CFR Part 191. The 1998 baseline and targeted increases will be made available to appropriate parties upon request.)
- ◆ Get threat information to those who need to act within 24 hours, at least 90% of the time.
- ◆ Increase the intermodal sealift capacity available to DOD to meet their national emergency requirement of approximately 165,000 twenty-foot container equivalent units (TEUs) or 15 million square feet by FY 2000. The FY 1997 baselines are 124,000 TEUs and 12.3 million square feet.
- ◆ Ensure that the nation can provide 100% of the mariners needed to crew combined sealift and commercial fleets during national emergencies (1996 baseline is 99%).
- ◆ Maintain strategic U.S. port readiness by ensuring that 90% of DOD-designated commercial port facilities and appropriate trained personnel are available to meet nation security requirements when requested by DOD.
- ◆ Provide reserve strategic sealift resources to meet DOD surge and other national security requirements by: (1) delivering ships within DOD-assigned readiness timelines 100 percent of the time; and (2) ensuring that once operational, ships are mission-capable 99 percent of the time.
- ◆ Maintain a Combat Readiness rating of 2 for the designated number of critical defense assets (high and medium endurance cutters, patrol boats, and port security units needed to support defense Department operational plans) 100 percent of the time.
- ◆ Increase the seizure rate for illegal drugs in maritime routes from a 1995-97 averaged base-

line of 8.7% to 13% or more by 2000 and 18% by 2002.

- ◆ Reduce the flow of undocumented migrants entering the U.S. by reducing their success rate via maritime routes, from 23% in FY 1995 to 13% or less in FY 2000.

The above are the Department of Transportation's final goals and targets for 2000 and reflect Congressional action on the agency's budget request as well as further analysis of performance trends in 1999. Changes to the published Department of Transportation Performance Plan for FY 2000 are noted in the Revision to Final Department of Transportation FY 2000 Performance Plan, which was sent to Congress by Secretary Slater December 16, 1999.



## Department of Transportation Corporate Management Strategies

DOT employs six overarching corporate management strategies in pursuing its strategic and performance goals. These corporate management strategies are a vital part of managing for results within DOT. Our strategic and performance goals set out *what* we aim to accomplish. Our corporate management strategies set out *how* we work to achieve those goals. These strategies cut across all organizational boundaries within DOT and are key to performing our missions efficiently and to providing our customers with consistent and seamless transportation policy and services. Most importantly, these strategies help us work *better* together, providing higher performance with the same organizational capacity and resources.

A detailed discussion of these management strategies appears in Chapter XI of the DOT 1997-2000 Strategic Plan. DOT updated these in the revised final FY 1999 Performance Plan. Our managerial success in FY 2000 will be measured by how well we implement our six management strategies.

***ONE DOT:*** *Work better together to build a transportation system that is international in reach, intermodal in form, intelligent in character, and inclusive in service.*

***Human Resources:*** *Foster a diverse, highly skilled workforce capable of meeting or exceeding our strategic goals with efficiency, innovation, and a constant focus on better serving our customers now and into the 21<sup>st</sup> Century.*

***Customer Service:*** *Deliver the results customers want through a Government that works*

*better, is more practical, and costs less.*

***Research and Development Management:*** *Advance transportation research and technology to shape a fast, safe, efficient, accessible and convenient transportation system for the 21st Century through strategic planning, world-class research, better exchange of information on useful technological innovations, partnerships, research, education and training.*

***Information Technology Management:*** *Improve mission performance, data sharing, system integrity, communications, and productivity through deployment of information systems which are secure, reliable, compatible, and cost effective now and beyond the Year 2000.*

***Resource and Business Processes:*** *Foster innovative and sound business practices as stewards of the public's resources in our quest for a fast, safe, efficient and convenient transportation system.*